Approved For Release 2002/05/02 : CIA-RDP78-04718A000300080003-9

NOV 19 1957

Declassified
Class. Change to: TS S C
Auth: HR 70-3
Date: 12/04/79 By: 922
Document No. 003

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Agency Personnel Losses GS 12 and Above

1. This memorandum is for information.

2. In response to your observations concerning the September 1957 report of personnel terminations in GS-12 and above, there are given herewith the results of a brief analysis of our turnover in these middle and upper grades including a comparison of the Agency separation rate with those sustained by other employing groups.

3. One hundred and forty-three persons in GS-12 and above were separated during the twelve month period ending 30 September 1957. Of this number, 64 terminations (44%) were motivated as follows:

a. Terminations instigated by CIA.

b. Retirements (longevity and disability).

c. Separation of employment for various family-type reasons including maternity, movement of family to other locations, etc.

As Tab A indicates, the remaining 79 individuals (56%) separated in GS-12 and above left for reasons which essentially may be reduced to two: (1) they were able to make more money or believed they could improve their chances of advancement with another employer, or (2) they felt that other employment was more compatible with their long-range career objectives.

4. These reasons for personnel turnover are essentially the same as those which produce turnover in all employing organizations, although, of course, the rates vary greatly by individual employer. The CIA annual separation rate for GS-12's and above was 3.7% for the year ending 30 September 1957. As the accompanying charts (Tab B) show, the CIA is losing personnel in the middle and upper grades at a ratio which is a good deal less than other branches of the Federal government, universities and colleges, and manufacturing industries. However, it is believed that our attrition rate in these grades will increase in years to come as a result of the realization on the part of medium-grade

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employees that their chances of advancement are diminished by the occupancy of higher grades by a relatively young group of people who, for the most part, will remain with the Agency until their retirement. As Tab C indicates, the incidence of terminations of GS-12's and above to which the Agency was subject in September 1957, substantially exceeded the usual monthly group. This follows the pattern of previous years when, with the onset of a new academic year, numbers of our personnel resigned to become faculty members in universities or colleges, or went to such schools as students. Pay raises and improved fringe benefits being adopted by many educational institutions are apparently winning a larger number of our employees than formerly. Affirmative answers to calls from academic institutions explain in part the relatively higher turnover of the DD/I organization (see Tab D).

5. It is not suggested that because the turnover rate in CIA is comparatively low, no problem exists. The drain of skills and knowledge which even these low separation rates signify represent the loss of assets out of proportion to the numbers counted. The Agency's budget for its program of personnel development, comprising, as it does, expensive recruitment, orientation, training and assignment processes, confers upon our personnel an investment character not generally matched in the Federal government.

6. In conclusion, in the light of the statistical data cited, it is apparent that the movement of personnel outside CIA is only very moderately affected by the promise of immediate financial improvement. On the other hand, a fairly large percentage of those who leave ultimately conclude that a career in the Agency does not satisfy their personal, social and community needs and aspirations. As common denominators of the numerous separate comments offered by these persons in explanation of their resignations, there are reflected dissatisfactions with their personal progress and apprehensions concerning a lack of challenge which may be caused by insufficient decentralization. These misgivings are accentuated among those who chafe under security restrictions which curtail certain of their social and personal pursuits and deprive them of public recognition for their achievements. Finally, the realization that the chances of advancement in the Agency are diminished because most of the higher grade positions are held by a relatively young group will undoubtedly tempt more and more to look outside CIA for their careers.

Signed

L. K. WHITE
Deputy Director (Support)

Attachments
Distribution:
Orig - DCI; [redacted]; 1-DDCI
3-DD/S; 2-D/Pers

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